

HOW I DID IT

MANAGING CHANGE



COBRA'S CHAIRMAN ON TURNING AN INDIAN BEER INTO A GLOBAL BRAND

Karan Billimoria | page 32

When he was a law student at Cambridge University, the author sat in a classic British pub one evening wondering whether to have a too-fizzy lager or a too-heavy ale. He longed to create a more balanced beer that would pair well with food, especially the spicy curries from his native India. Something cold and refreshing but also smooth. He started experimenting, mixing brews that were then on the market to find the right blend.

While on tour in India with his Cambridge polo team, he saw an opportunity to gain some business experience: He could sell Indian-made polo sticks in the UK. After being introduced by chance to India's largest independent brewer, he collaborated with its brewmaster to find the right recipe—and then drove around the UK in a battered old Citroën to market his beer to Indian restaurants.

Eventually the Indian brewery could no longer cope with increasing sales, so Cobra moved production to the UK. Then, after the company weathered what the author calls three "existential" crises, Molson Coors agreed in 2009 to a joint venture with Cobra, which now exports to nearly every European country along with Japan, Canada, and Australia.

HBR Reprint R1806A

MANAGING YOURSELF



HOW TO KEEP WORKING WHEN YOU'RE JUST NOT FEELING IT

Ayelet Fishbach | page 138

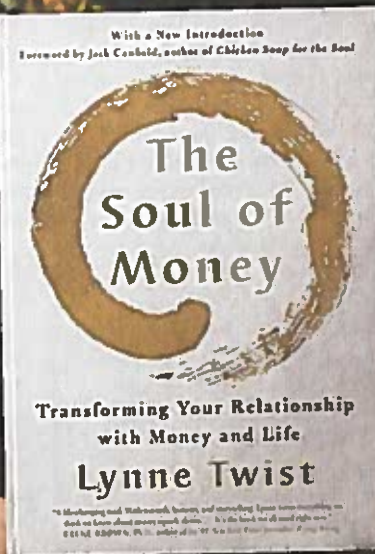
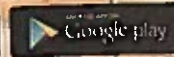
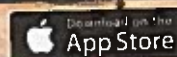
Motivating yourself is one of the main things that sets high achievers apart, and it's hard. How do you keep pushing onward when your heart isn't in it? In her research, Fishbach has identified some simple tactics: Set goals that are intrinsically rewarding, and make them very specific. If a task isn't satisfying, focus on aspects of it that are or combine it with pleasant activities. Reward yourself in the right way for getting things done. To avoid slumps, break objectives into subgoals; look at how much you've accomplished until you're halfway there; and then count down what you have left to do. And use social influence: Let high performers inspire you, boost your get-up-and-go by giving advice, and keep the people you want to succeed for front of mind.

HBR Reprint R1806L

Business Knowledge in a Nutshell

Wouldn't it be great if you could keep up with business trends and learn something new in just a few minutes? With getAbstract, you can.

Get the key insights of top business books, articles and video talks in powerful 10-minute text or audio summaries.



Read anytime, anywhere.
www.getabstract.com/hbr

}getabstract
compressed knowledge



November-
December
2018
HBR.ORG